THE UNIVERSITY OF QUEENSLAND
AUSTRALIA

ITS Project Advisory Board

Project Management Framework
ITS Project Advisory Board

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Approvals

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Title	Signature	Date of Issue	Version
Paul Sheeran	Chair & Executive Officer			
Rob Moffatt	Director, ITS			
David Stockdale	Associate Director, Enterprise Support			
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Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
ITS Staff	-		

Table of Contents

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1. Purpose of Framework

The University of Queensland is committed to continuously improving the delivery of Information and Technology Services (ITS) projects, ensuring stakeholder expectations are met through a successful delivery against time, cost and quality parameters. This framework promotes consistency and control of ITS projects, ultimately reducing risks and increasing project successes.

A consistent, structured approach to the way that ITS projects are started, initiated, implemented and closed, supports the University's ability to adapt to changing circumstances in a timely manner, whilst ensuring that fiscal responsibility is maintained and quality outcomes are achieved.

The major goals of the framework are to:

- Ensure that projects are aligned with business objectives.
- Improve the quality of project deliverables.
- Increase the number of projects completed on time and within budget.
- Improve control over project requests and workload.
- Enhance control over project changes and "scope creep".
- Single point of reference for the management of projects
- Provide a portfolio view of projects for the ITS Division

2. Application of Framework

This framework applies to all staff and other members of the University community involved in the delivery of projects in ITS to ensure that appropriate controls are in place throughout the project.

This framework is modelled largely on best practices promoted by the internationally recognised PRINCE2 methodology.

Where appropriate the Project Sponsor or Project Steering Committee can authorise an alternate or varied methodology provided the essential control elements are met.

3. Acronym's & Definitions

In this framework the following definitions apply:

Acronym's	
UQ	The University of Queensland
ITS	UQ's Information Technology Services Department
PAB	Project Advisory Board
SMG	Senior Management Group
ITARC	Information Technology Architecture Review Committee
AS	Academic Services
CS	Corporate Support
EDS	Enterprise Data Services
ES	Enterprise Support
UN	University Networks
BAU	Business as Usual
SME	Subject Matter Expert
PM	Project Manager
PID	Project Initiation Document
PSR	Project Status Report

PIR	Post Implementation Review
PMM	Project Management Methodology
PMF	Project Management Framework
PPM	Project Portfolio Management

Definitions
ITS Project - A project is a temporary endeavour with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. Refer to section 4 for detailed definition.
ITS Program means a set of related ITS Projects and activities in order to deliver outcomes and benefits related to the University's strategic objectives.
Business Case means the justification for an ITS project which contains resources required, benefits, risks and timescales, and against which continuing viability is tested.
Project Register is a submission system on ITS intranet. It holds basic information about the project, along with the business case for the project. All ITS projects are required to be listed on the project register. URL: http://itprojects.uq.edu.au
ITS Portfolio means all the ITS Programs and stand-alone ITS Projects being undertaken by the ITS department.
Project Team - A temporary organisation that is created for the purpose of delivering one or more business outcomes according to an agreed Business Case (Scope). Often broken down as follows: • **Project Sponsor** • **Project Steering Committee** • **Project Manager** • **Project Team.**
Project Outcome is a minor or major change, a new service, process or requires organisational development.
ITS Staff Resource - Taking away staff from 'Business as Usual' work to work on this temporary endeavour instead.
Business as Usual (BAU) - The normal execution of standard functional operations within the ITS department. BAU may also stand in contradistinction to external events which may have the effect of unsettling or distracting those inside an organisation.
PRINCE2 is a Project Management Framework.
Project Initiation Document (PID) means a document which brings together the key information needed to start the project on a sound basis and to convey that information to all concerned with the project.
Post Implementation Review (PIR) process collects and utilises knowledge learned throughout a project to optimise the delivery and outputs of future projects.
Scope Creep in project management refers to uncontrolled changes or continuous growth in a project's scope which can lead to the schedule and budget not being met. This can occur when the scope of a project is not properly defined, documented, or controlled.
Starting up a Project - Takes place prior to the project, is designed to assure key stakeholders that there are benefits in undertaking the project. The purpose of this process is to capture previous lessons, appoint a project manager, project team and outline these in a Business Case.
Initiating a Project – The objective of this process is to formalise the project.
Manage Project Delivery - The objective of this process is to ensure that planned products are created and delivered.

Closing a Project - The purpose of this process is to execute a controlled close to the project. The process covers the Project Manager's work to wrap up the project either at its end or at premature close.
Work Package is a Product or Deliverable, a tangible or intangible thing that needs to be created
Project Management Methodology - Appropriate management and controls through the four phases of Starting up a Project, Initiating a Project, Project Delivery and Closing a Project.
Business Unit – There are five Business Units in ITS. Academic Services (AS), Corporate Support (CS), Enterprise Support (ES), University Networks (UN) and Enterprise Data Services (EDS).

4. Project Definition

A project is a temporary endeavour with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. Characteristics of a project which makes it different from 'business as usual' are:

- Change – A project introduces change.
- Temporary – A project is temporary in nature. Once a desired change has been implemented, business as usual resumes.
- Cross-Functional – Projects involve a team of skilled people working together temporarily.
- Unique – Every project is unique. (e.g. Team, customer, location)
- Uncertainty – All factors above will bring threats and opportunities.

5. Guiding Principles

A project is created for the purpose of delivering one or more products, services or results according to a specified business case. A project will deliver capital assets, information technology assets or changes to processes or structures. It should have a defined scope, deliverable, start and end date, cost and be conducted in an appropriate quality controlled manner.

The following principles underpin the framework:

Quality: Projects should provide value for money, fit-for-purpose products and service solutions, delivered in a professional, efficient manner;

Timeliness: Projects should be completed on time and, when necessary, schedule adjustments should be made through Change Control;

Teamwork: All project staff members should work together, share knowledge and information, and cooperate to deliver quality projects;

Consistency: Projects should be managed in a consistent fashion to maximise staff productivity and to take advantage of prior experiences;

Cost: Projects should operate within the financial constraints agreed at the commencement of the project and, when necessary, adjustments should be made through a carefully considered process;

Business Value: All projects, regardless of size or scope, should be linked to business objectives;

Communication: Projects should be managed to ensure that all parties are continually informed of progress, problems and changes to ensure support and effective participation; and

Flexibility: Project management practices should be structured to suit organisational needs and capacities, as well as project requirements. They should be scalable, so that reasonable practices are applied to projects of lesser scope, duration, risk and visibility.

All ITS projects must be entered in the ITS Project Register (Unless an exception is granted by the PAB. Refer to Appendix C – PAB Exceptions for more information).

For all criteria that the PAB evaluates proposed projects, refer to Appendix B – PAB Evaluation Criteria for more information.

6. Project Identification, Classification and Selection

Projects will be ranked and prioritised by the PAB based on their urgency and strategic value to the University, taking into account potential impacts on existing initiatives.

Refer to Appendix B – PAB Evaluation Criteria for more information.

6.1 Project Identification

Projects will be identified for consideration after a Business Case has been formally submitted in the Project Register. The business case must be signed by the Project Proposer and Associate Director of the Business Unit.

6.2 Project Classification

Projects are classified as 'small', 'medium' and 'large'. This classification process is carried out as part of the Business Case submission in the Project Register.

Refer to Appendix A – Classification Criteria for more information.

6.3 Project Selection

Projects will be ranked and prioritised based on their strategic value to the University, taking into account resourcing, risks and potential impacts on existing initiatives. For example, questions such as; is the proposed project (outcome) a duplicate of another project? Or has there been a strategic change? – should be asked when reviewing the project at each stage.

7. Project Phases

There are four main phases for any project:

- Starting up a Project
- Initiating a Project
- Managing Project Delivery
- Closing a Project

Appropriate management and controls through each of these four phases is essential to deliver projects effectively.

8. Project Phase Deliverables

8.1 Project Deliverable Checklist

A Project Deliverable Checklist, is an agreement between the Project Manager and Steering Committee on which documents are expected to be delivered as part of the project. Therefore, this checklist should be filled in and agreed upon during the first meeting between the Project Manager and Steering Committee.

A link to the Project Deliverable Checklist can be found here.

8.2 Minimum Requirement

Below is the minimum requirement for project deliverables that are expected to be delivered for small, medium and large projects.

	Small Projects	Medium Projects	Large Projects
Starting up a Project	• Business Case	• Business Case	• Business Case
Initiating a Project	**ITARC Review Required** (Unless an exception applies. Refer to Appendix C – PAB Exceptions)		

	• Project Initiation Document (PID)	• Project Initiation Document (PID)
		    o Brief Communication Plan
		    o Brief Risk Plan
		 • Change Management Plan (if required – refer to http://www.hr.uq.edu.au/org-change)
			• Project Initiation Document (PID)
			 • Schedule
			 • Communication Plan
			 • Risk Plan
			 • Change Management Plan (if required – refer to http://www.hr.uq.edu.au/org-change))

Managing Project Delivery	• Project Dashboard	• Project Dashboard • Communications Plan • Project Status Report (PSR)	• Project Dashboard • Communications Plan • Project Status Report (PSR)

Closing a Project		• Project Closure Report	• Project Closure Report • Post Implementation Review

9. Responsibilities

Project Proposer – The Project Proposer is responsible for the development of the Business Case and the submission of the Business Case in the Project Register.

Project Advisory Board – The PAB is responsible for the portfolio of ITS projects, it reviews and prioritises/rejects new projects. An important aspect of the advisory board is its authority to redirect the project if the team is not addressing technical, programmatic, or business issues. The PAB aims to provide a consistent framework across all ITS projects to ensure that project outcomes are aligned to organisational strategy and the project has appropriate oversight (see Steering Committee Responsibilities).

Steering Committee has overall responsibility for ensuring that a project or program meets its objectives and delivers the projected benefits. It must ensure that the project maintains its business focus, that it has clear authority and that the work, including risks, is actively managed. The Steering Committee is also responsible for the strategic direction and reporting to the University Executive and other stakeholders is undertaken effectively. The Steering Committee is responsible for approving budget, and monitoring risks, quality and timeliness, and is chaired by the Project or Program Sponsor.

Project or Program Manager is responsible for the day to day running of a project. This includes planning, influencing others, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks. Also responsible for the Retention of Deliverables by storing them in the Project Register.

Project Sponsor – Typically the budget holder. Also carries the overall responsibility of the project.

10. Project Rules

All ITS Projects must be submitted in the IT Project Register unless an exception applies. (Refer to Appendix C – PAB Exceptions)

All ITS projects will be assigned a Project Sponsor and a Project Manager.

All ITS Projects must be reviewed by ITARC unless an exception applies. (Refer to Appendix C – PAB Exceptions)

All Medium and Large projects will be formally handed over to functional and ITS operations groups, ensuring that adequate training and documentation has been provided prior to the event.

A Post Implementation Review (PIR) will be conducted for all Large projects after the new system or modifications are moved into production.

11 Mentoring and Advice

Mentoring, advice and support will be provided by the PAB. Refer to the PAB Terms of Reference document to view all roles and responsibilities for the PAB.

12. Project Deliverable Repository

All formal deliverables produced throughout the course of a project/program is required to be stored on an accessible platform. (e.g. SharePoint). Storing the documentation on the Project Register is optional.

Appendix A – Classification Criteria

Introduction

It is important that a scalable Project Management Methodology (PMM) is in place in any organisation and regardless of the classification of a project, a consistent process is followed from start to finish.

Project Managers define a project's size based on the:

- Total financial resources required
- Number of team members involved
- Number and size of deliverables to be produced
- Complexity of deliverables to be produced
- Timeframes involved in delivery etc.

Generally, as the project size increases, the complexity of the project will often increase as well.

Each project will evaluate each of the 4 considerations (technical complexity, vendor risk, cost, effort), and assign a result ranging from 1 to 4 with lower results representing lower risk. The considerations total and visibility score determine the classification.
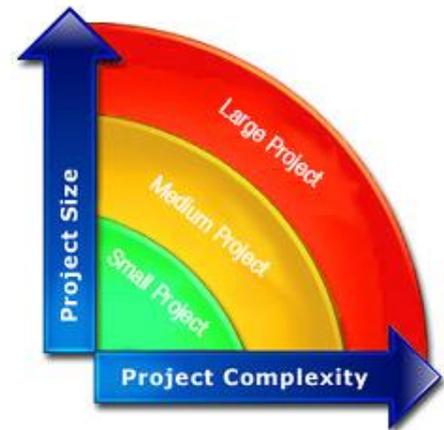
Considerations

Impact

This first parameter looks at the overall impact of a project. It determines the "tolerance level" which essentially means that we need to be progressively more cautious as the sphere of impact expands.

1. Only within ITS
2. Only the Information Technology (IT) community within UQ
3. A single Business Group (e.g. HR Community)
4. Wider UQ

Involvement

Four levels of involvement are defined below:

1. Involvement of only a single team within a single business unit of ITS.
   High tolerance levels;
2. Involvement of multiple teams within one single business unit of ITS.
   Moderate tolerance levels;
3. Cross team involvement of multiple business units of ITS.
   Low tolerance levels.
4. Cross team involvement of multiple business units of ITS and wider UQ.
   Very low tolerance levels.

Technical Complexity

Four areas of technical complexity are defined below:

- The team / vendor has not installed the product or performed the task before
- The product / release is untested (UQ is first site or first University site)

- Significant effort to rollback (or impossible)
- Technically complex solution.

The possible values for this parameter depend on how many of these apply:

1. Meets none of the above criteria
2. Only one of the above criteria
3. Only two or three of the above criteria applies
4. Meets all of the above criteria apply

Vendor Risks

Have we had previous experience with the vendor, and what has been the outcome?

Values are:

1. Good vendor relationship and previous good results
2. No previous relationship with vendor or mixed previous results
3. No previous relationship and no references
4. Poor relationship or poor previous results

Cost

The estimated cost of the project.

Values are:

1. Less than $100K
2. Between $100K and $250K
3. Between $250K and $1 Million
4. More than $1 Million

Effort

The estimated time for the length of this project.

Values are:

1. Less than 60 days
2. Between 60 days and 120 days
3. More than 120 days
4. More than 365 days

Determining the Result

Once we have determined the values associated with each of the above factors, we can ascertain whether the project is classified as Small, Medium or Large. Consider the impact factor separately and add up the scores of the remaining five factors, giving a value between 5 and 20.

Online Project Calculator can be found here

Score (from Involvement, Technical Complexity, Vendor Risks, Cost and Effort)	Within ITS (Visibility = 1)	UQ IT Community (Visibility = 2)	Single Business Group (Visibility = 3)	Wider UQ (Visibility = 4)
5 or 6	Small Project	Small Project	Medium Project	Medium Project
7 to 10	Small Project	Medium Project	Medium Project	Large Project
11 to 14	Small Project	Medium Project	Large Project	Large Project
15 or 16	Medium Project	Medium Project	Large Project	Large Project
17 to 20	Medium Project	Large Project	Large Project	Large Project

The PAB will continue to review and update the weightings to ensure their relevance is maintained.

Requirements for Governance

The table below provides a few examples of how required levels of rigour and documentation differ according to the project classification.

	Steering Committee (SC)	Business Case	Project Stages/Decision Points	Documentation
Small Project	No formal SC or SC chaired and staffed entirely within ITS	Formal Business Case Required to justify Project Initiation	Project will proceed to completion once started	Minimal documentation. Single document contains all required planning information.
Medium Project	Formal SC	Formal Business Case Required to justify Project Initiation	At least one point at which SC formally approves project proceeding to the next stage	Moderate level of documentation, including Project Initiation Document and regular reports
Large Project	Formal SC including external membership	Formal Business Case Required and revised at various stages to justify Project Initiation	Probably multiple points at which approval has to be given to proceed.	Project Initiation Document formally approved. Regular Highlight/Exception reporting. Separate Plans developed for Communications, Risk Management, Quality, etc.

Appendix B – PAB Evaluation Criteria

The PAB will consider the following prior to approving a project.

Refer to PAB Principles Spreadsheet for more information.

- Strategic Value to the organisation

- Scrutinise the project documentation for accuracy and detail for the following:

  - Stakeholder/Management Support and or Commitment

  - Cost

  - Appropriateness of Resources (including Staffing etc.)

  - Impact on Teams

  - Expected Timeline

  - Risk Level

  - Scope

  - Communication

  - Governance

- Impact on Current Processes

- Dependencies on other Projects

- Is the Project Achievable

Appendix C – PAB Exceptions

Category 1 – Non-Technical Project

No ITARC Review Required

If an ITS project does not include any Information Technology solution (e.g. Organisational Change project), PAB may grant an exception and no ITARC review is required.

Category 2 – Non-ITS funded projects

No Business Case Writing Required

If an ITS project is initiated and funded outside the ITS organisation and only staffing is resourced from ITS, the provided document, email/LANDesk request may act as the Business Case in the Project Register.

If there is a P&F Project Control Group (PCG) in place, the official PcG business case must be submitted in the Project Register.

Category 3 – Repetitive Projects

Projects Exempt from Board Review

If a project is repetitive and does not meet the criteria for being classified as a project (as defined in the ITS Project Management Framework document) you may choose to not include this project in the project register. Your Associate Director may advise you if there is any confusion.

However, this exemption does not apply to P&F projects over $5,000,000. P&F Project over $5,000,000 must be included in the Project Register and reviewed by the PAB.

-    END -